

Key figures and employment trends in banking in 2021

A major and dynamic player in the labour market

40,300 new hires (+5,000 new hires or +14% vs. 2020)

Permanent and fixed-term contracts excluding work-study participants

16,400 work-study participants

present at 31/12/2021

350,400 employees* (FBF) at 31/12/2021

i.e. 1.7% of private salaried employment in France

o/w **183,800** and **166,600**
(AFB) (Mutual Banks)

98% permanent contracts

* Rounded figure. Number of employees on permanent and fixed-term contracts, excluding work-study participants

Employment in banking

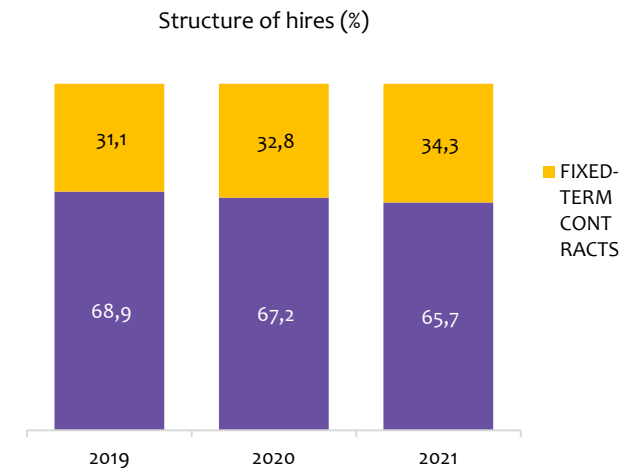
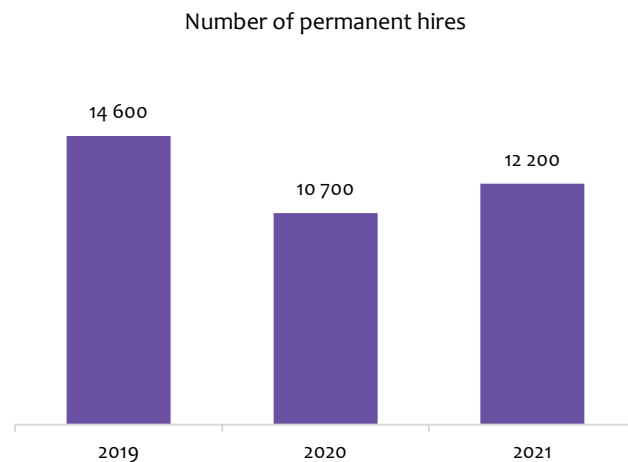
(AFB branch)

New hires: A sector that recruits on permanent contracts

18,500 new hires in 2021

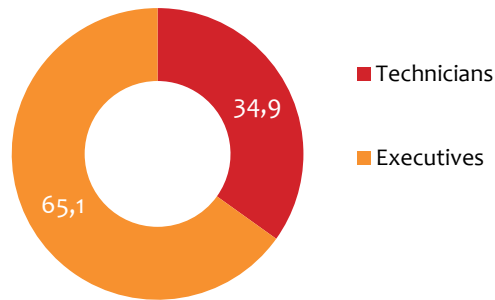
o/w **12,200** on permanent contracts

2/3 of new hires on permanent contracts



Hiring: highly qualified recruitment profiles

2/3 of recruitments (permanent contracts) at executive level



More than 1 in 2 recruits is a young person under 30

Average age at hiring: 31.9 years (+0.6 years since 2014)

Gender mix of new hires: 50% women

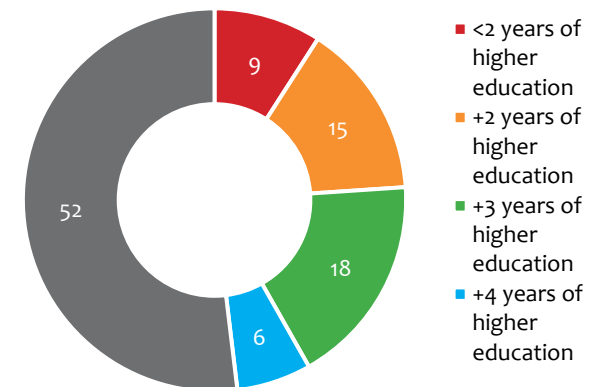
Permanent hires:

52% with +5 years of higher education

24% with +3/4 years of higher education

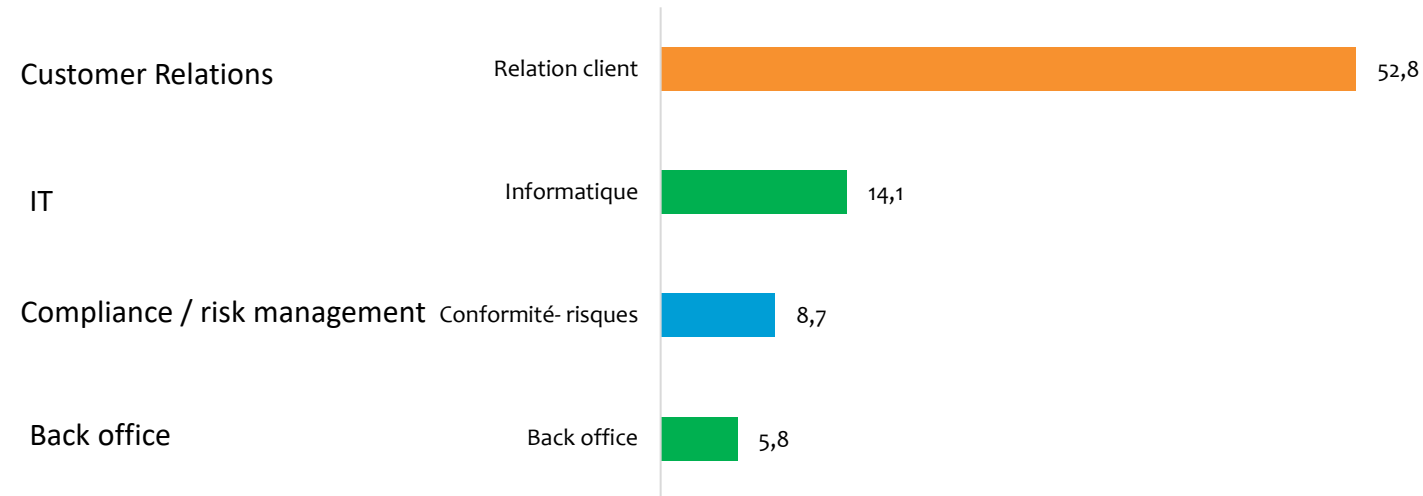
15% with +2 years of higher education

9% with less than 2 years of higher education



Permanent hires: 1 in 2 hires in customer relations

Main areas of recruitment for permanent staff - 2021 (%)



* Receptionist, Account Manager (individuals, professionals and businesses), Wealth Management Adviser

Work-study programmes: a driver of employment and appeal

In 2021, 6,800 contracts signed during the year

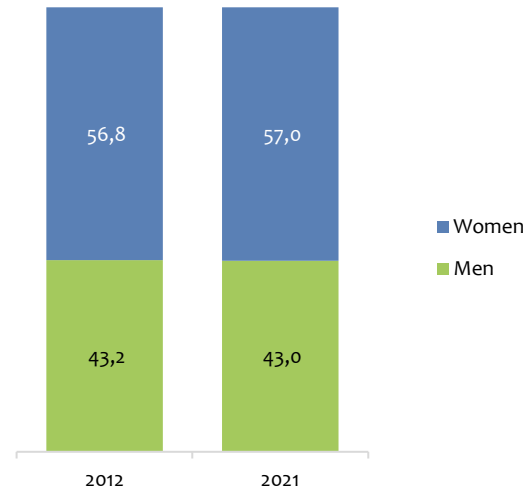
1 work-study participant for every 20 employees, 85% of whom are apprentices

A sector that offers real employment opportunities for young people

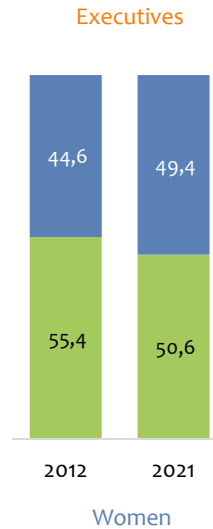
5,800 young people taken on as interns as part of their course of study

Workforce: increasing numbers of women among executives

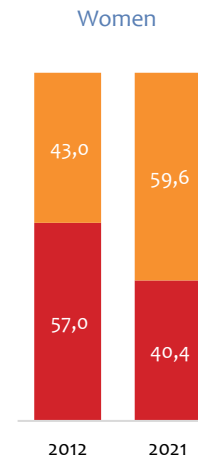
57% women
(stable since 2012)



Women account for 50.3% of employees and 42.6% of executives and senior professionals (Insee, Portrait Social Edition 2021).



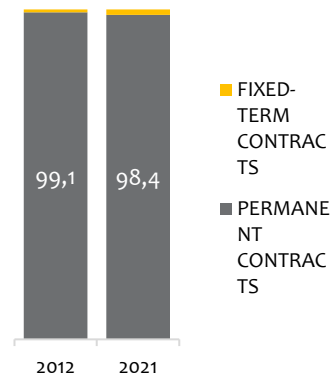
1 in 2 executives is a woman
(+5 points since 2012)



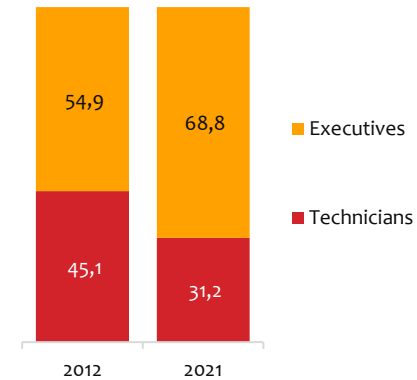
Almost 60% of women are
executives (+16.5 points since 2012)

Workforce: permanent and highly skilled jobs

More than 98% of employees on permanent contracts at 31/12/2021



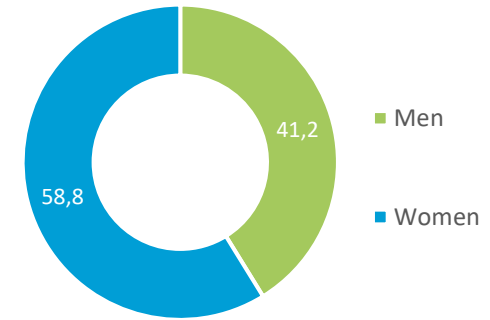
69% executives (+14 points since 2012)



15 years' average seniority

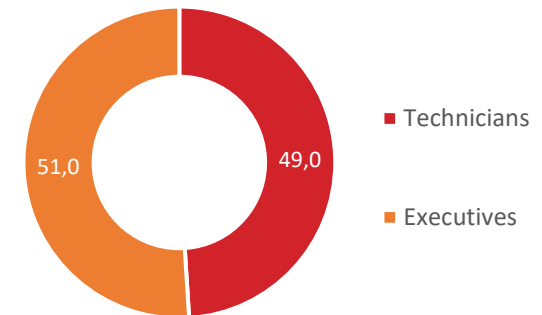
Promotion: a sustained effort for women

Women account for 60% of promotions
(compared to 57% of the workforce)



Technicians represent 1 in 2 promotions, although
they account for 31% of the workforce.

15% of those promoted reach management level.



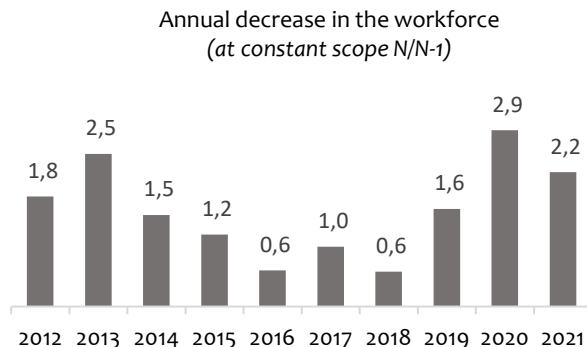
Departures

Controlled turnover: 7.6%, compared to the national rate of 20.2% (2019)

Fewer resignations than in 2018-2019

1 in 5 departures was due to retirement in 2021 (stable volume)

Seniors policies that are contributing to a gradual increase in the retirement age



1.6% on average since 2012

